

CITY OF MILPITAS AGENDA REPORT (AR)

Item Title:	Approve a Professional Services Agreement with Strategic Economics to develop an Economic Development Strategy
Category:	Consent Calendar-Community Development
Meeting Date:	6/18/2019
Staff Contact:	Alex Andrade, Economic Development Director 408-586-3046
Recommendation:	Approve and Authorize the Interim City Manager to execute a Professional Services Agreement with consultant Strategic Economics for development of an Economic Development Strategy in the amount of \$129,985.

Background:

One of City Council's identified priorities is Economic Development and Job Growth, which is vital to the health of the Milpitas local economy. The Office of Economic Development's mission is to provide services and resources to the business and development communities with the purpose of attracting, retaining and expanding business and employment opportunities for residents, stimulating the local economy and expanding local retail sales, transient occupancy and commercial property tax bases while maintaining a positive balance between growth, social equity and the economic vitality of Milpitas.

The current Milpitas Economic Strategic Plan was adopted by City Council in 2005. As a policy document, an Economic Development Strategic Plan is intended to identify specific strategies and create a work plan to stimulate economic and business development by providing a roadmap for the formulation and implementation of a program that creates opportunities to maximize economic growth. In 2005, the Economic Strategic Plan focused on improving Milpitas' image as a place to live, work and shop, improving retail opportunities, balancing housing supply for local workforce, business retention, improving employability, and diversifying the economic base since the current Plan is almost fifteen years old, an update is overdue.

An updated Economic Development Strategy is necessary to proceed with the City Council's priority of Economic Development and Job Growth. In the intervening years, significant changes have occurred, including major residential development around the new Milpitas Transit Center, a changing retail landscape and transformative innovations in technology and advanced manufacturing. The purpose of an updated Economic Development Strategy is to prepare Milpitas for a resilient and sustainable local economy that captures emerging innovation and technology, growth opportunities and establishes creative strategies to support economic vitality today and for future generations, which improves the quality of life for residents, employees and visitors alike.

Analysis:

The Office of Economic Development seeks to collaborate with a creative consultant to produce a 5-year Economic Development Strategy that is forward thinking and inclusive, resulting in positioning Milpitas as a regional and global center of business, technology and culture within the Silicon Valley. The selected consultant will establish an Economic Development Strategy based on the following goals:

- 1. Cultivate a strong stable and diverse local economy;
- 2. Achieve fiscal sustainability and maintain adequate revenues to provide quality and essential public services;
- 3. Encourage new development in key opportunity areas that provide high-quality work environments and competitive business locations;
- 4. Pursue economic development opportunities that foster and improve quality of life; and
- 5. Increase community workforce preparedness and cultivate an entrepreneurial environment that fosters innovation.

On May 3, 2019, the Purchasing Division released RFP No. 2335 for an Economic Development Strategy on PublicPurchase.com, the City's eProcurement website. Aside from the goals described above, the RFP's scope of work focused on a review of current economic conditions; develop an economic development work plan, community engagement, and recommendations and implementation of the City's economic development efforts. Thirty four firms were notified of the issuance of the RFP and twenty vendors downloaded the bid document. The RFP closed on May 21, 3019 and there were four proposers. Three of the four proposers met all of the criteria for the solicitation, they are:

- Economic & Planning Systems, Inc.
- Strategic Economics, Inc.
- Applied Development Economics, Inc.

The evaluation committee reviewed proposals based on the merits of the cover letter, company profile, execution plan, personnel assigned, references and proposed compensation. After an initial assessment by the evaluation committee, all three firms met with an interview panel comprised of City staff to clarify various parts of the proposals prior to a final scoring. Interviews were conducted on May 29, 2019, and scoring was finalized on the same day. The table below shows the final evaluation scores with Strategic Economics as the recommended firm.

Economic Development Strategy RFP No. 2335	Strategic Economics, Inc.	Applied Development Economics, Inc.	Economic & Planning Systems, Inc.
Evaluation Score	87.33	81.83	78.00

Staff recommends that City Council approve Strategic Economics as the most qualified consultant for the development of the City of Milpitas' Economic Development Strategy and authorize the Interim City Manager to execute a Professional Services Agreement. There are various reasons for Strategic Economics being deemed the most qualified consultant including, but not limited to, identification of forward-looking economic development growth opportunities with place-making solutions, expanding workforce development opportunities for local residents, strategies to prevent small business displacement, inclusive community engagement plans, identification of new funding sources, and attracting emerging technologies while retaining valuable industry sectors.

If the City Council approves Strategic Economics as the consultant, next steps include commencing the analysis of economic development conditions and opportunities, stakeholder interviews and community engagement, and delivery of a draft industry analysis report for review and feedback. Staff and consultant will present findings to the community and Economic Development and Trade Commission, and City Council will have an opportunity to review, provide feedback and consider the Economic Development Strategy for adoption at a future City Council meeting. Staff expects the Economic Development Strategy to be complete in the first Quarter of 2020.

The Office of Economic Development's vision for local economic development is to preserve and enhance Milpitas' business climate to ensure the City is financially stable to provide essential services and collaborate with the community in its commitment to improve quality of life. Thus, the Economic Development Strategy is important for a sustainable and healthy economy, and to achieve the City Council's priority of Economic Development and Job Growth.

Policy Alternatives:

Alternative 1: Select a different consultant.

Pros: An Economic Development Strategy would still be developed with the selection of a different consultant.

Cons: The evaluation committee determined that Strategic Economics is the most qualified vendor to develop the City of Milpitas' Economic Development Strategy based on a comprehensive evaluation of proposals.

Reason not recommended: Selecting a different vendor may result in pursuing a contract with an organization that is not recommended by the evaluation committee, which based its vendor recommendation on the merits of RFP proposals and interviews.

Alternative 2: Do not approve a consultant at this time.

Pros: The City would not spend the \$129,985 on developing an Economic Development Strategy.

Cons: The City will continue to operate without a current Economic Development Strategy potentially resulting in missed opportunities for job growth, workforce development and additional revenue generation.

Reason not recommended: The City has not updated its Economic Development Strategy since 2005. Further delaying the selection of a qualified consultant would postpone the development of an Economic Development Strategy resulting in missed opportunities for job growth, workforce development and additional revenue generation.

Fiscal Impact:

The funding for the development of an Economic Development Strategy is currently budgeted in the Office of Economic Development's contractual services budget for Fiscal Year 2018-2019.

California Environmental Quality Act:

By the definition provided in the California Environmental Quality Act (CEQA) Guidelines Section 15378, this action does not qualify as a "project" for the purpose of CEQA as this action has no potential to result in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment.

Recommendation:

Approve and authorize the Interim City Manager to execute a Professional Services Agreement with consultant Strategic Economics for development of an Economic Development Strategy in the not to exceed amount of \$129,985.

Attachments:

Professional Services Agreement

EXHIBIT A

Scope of Work, with Task Options

Data Assumptions

Note that the scope assumes that the City will provide certain confidential data, including establishment-level employer data from the California Employment Development Department, establishment-level sales tax data, business license data, and parcel data including building characteristics and ownership. Strategic Economics will sign any necessary confidentiality agreements to view and analyze this data.

Task 1: Analysis of Economic Conditions and Opportunities

1.1: Request and Review of Existing Data and Background Materials

Prior to the kick-off meeting, Strategic Economics will review the current Economic Development Strategy and Work Program, and work completed to date as listed in the RFP. Strategic Economics will also request relevant data from the City, including GIS shape files, financial data, development projects, etc.

1.2: Kick-Off Meeting and Site Visit

Strategic Economics and Plan to Place will attend a project initiation meeting with City staff to review the scope of work and the schedule of deliverables, and meetings with stakeholders and the Economic Development and Trade Commission. During the kick-off meeting, the SE team will also begin to identify stakeholders, discuss the engagement strategy, and discuss project role and responsibilities. The kick-off meeting will be an opportunity to make refinements to the scope and schedule, if needed. After the meeting, Strategic Economics and Plan to Place will tour the city with City staff, with a special focus on the City's key economic generators and opportunity areas.

1.3: Industry Analysis

While the previous economic analysis for the General Plan Update provides an overview of economic activity and trends in Milpitas, there is a need to gain a more nuanced understanding of the types of industries and businesses that are successful, have potential for growth, or require additional support from the City.

Building on the economic and fiscal analyses completed for the General Plan Update, the SE Team will selectively analyze employment, industry, and business trends by examining local and regional Silicon Valley trends and projections using a combination of California Employment Development Department Data, County Business Patterns, City business license data (if available), and Plan Bay Area 2040 regional employment projections. If the data is available, the SE team will also evaluate start-ups and entrepreneurial activity in the city. These analyses will identify the city's strengths beyond the two-digit NAICS code level to gain a more fine-grained understanding of the types of businesses that drive the regional economy (e.g., computer software and hardware), those that support the regional economy (e.g., professional and business services), and those that serve local residents (e.g., convenience retail and restaurants). The task will also provide insights into Milpitas's specific strengths and weaknesses relative to the Silicon Valley region, and identify emerging technologies and innovative clusters in the city. Finally, the SE Team will also examine the sources of Milpitas's General Fund revenues and the connections between these revenues and the City's different businesses and land uses.

Task 1.4.1 Workforce Development and Jobs-Skills Match

The composition of jobs available in Milpitas may not meet the advanced skill levels of the local resident workforce, requiring many residents to commute to other cities. In this task, Strategic Economics will analyze the demographic and commute characteristics of the resident labor force in Milpitas, and identify the potential types of occupations that the City could attract that would better match their skills. The sub-tasks include:

- Analyze educational attainment of workers at jobs currently located in Milpitas and compare against resident educational attainment and occupational profiles.
- Interview NOVA and other workforce development organizations to gain current information about the jobs-skills match issues in Santa Clara County and, to the extent possible, in Milpitas. Review relevant workforce development reports and literature on workforce needs for emerging industries.
- Conduct interviews with Silicon Valley employers in the industries and clusters that have been targeted for growth and attraction in Milpitas based on Task 1.3 analysis. These interviews will be structured to reveal the location decisions of these industries vis-à-vis access to workforce/talent, and the pros and cons of locating in Milpitas.
- Describe the findings of the interviews and analyses in the Industry Analysis Report.
- Based on these findings, recommend and incorporate strategies and implementation actions in the Economic Development Strategy.

1.4.2 Preventing Displacement of Small Businesses

Strategic Economics will evaluate current conditions and recent trends affecting small businesses in Milpitas, and assess the potential risk of displacement. The assessment will include:

- Existing business mix (retail, restaurants, personal services, automobile-oriented retail, production, distribution and repair businesses, etc.) and overall business trends (change in number and composition of small businesses over time).
- Interviews with business owners, commercial brokers, and business associations.
- Retail and restaurant sales trends over time, compared to citywide trends, based on sales tax data.

Based on the analysis of trends, Strategic Economics will identify the key issues faced by small businesses in Milpitas, and their potential risk of displacement. The findings of the interviews and analyses will be described in the Industry Analysis Report.

Based on these findings, Strategic Economics will recommend and incorporate strategies and implementation actions in the Economic Development Strategy to help prevent displacement as a result of redevelopment. The recommendations may include strategies related to leveraging new development to preserve space for small businesses and implementing district-based strategies for supporting small businesses (e.g., technical assistance, marketing, grants/loans for façade or tenant improvements). The recommendations will draw on targeted research of how other jurisdictions have addressed similar challenges.

1.5: Stakeholder Interviews

Strategic Economics will facilitate a series of up to six in-person stakeholder group meetings. The stakeholders will be defined in close coordination with City staff, but could potentially include: key business representatives representing retail/restaurants, advanced manufacturing, other high tech industries; brokers, developers, hotel operators, community leaders, property owners, and City staff. In addition to gathering qualitative information and answering key questions raised in the RFP, the stakeholder groups will help to build support for the Economic Development Strategy and achieve "buy-in" from community leaders. Strategic Economics will facilitate each of the meetings, formulating specific topics and questions with the goal of gathering required information and generating ideas for potential strategies. It is assumed that City staff will contact all stakeholders to schedule and coordinate the meetings.

Task 1 Deliverables:

- Final scope of work and project schedule, defining key meetings and dates for submittal of draft and final deliverables (Word and PDF)
- Administrative draft and final draft of Industry Data Analysis Report (incorporating the findings of tasks 1.3 through 1.5)
- Summary notes from stakeholder interviews

Task 2: Develop Economic Development Strategy Report and Implementation Matrix

The SE team will then incorporate the results of the Economic Conditions and Opportunities analyses to draft an initial document framework for review by City staff. Based on feedback on the framework from City staff, the SE team will prepare an Administrative Draft of the Economic Development Strategy Report with an implementation matrix. Upon review by appropriate parties, the SE team will deliver a revised Public draft Economic Development Strategy Report and implementation matrix. Upon vetting of this public draft by the community, Economic Development and Trade Commission (EDTC), and City Council, the SE team will provide a final Economic Development Strategy Report and implementation matrix for approval by the City Council.

The plan will describe economic context, existing conditions, and future changes necessary to maintain Milpitas's competitiveness in attracting cutting edge emerging technologies, retaining and expanding existing businesses and industries, preparing the local workforce for future jobs, encouraging development activity, and sustaining the City's fiscal health. Strategies will address key issues identified by the City, including the creation of a strategic workforce development initiative and the EDTC's roles. The plan will also incorporate place-based strategies related to revitalizing Main Street, implementing the Midtown Specific Plan, attracting innovative jobs to an "innovation district" near the Milpitas Transit Center, and strategies for pursuing a Smart City Initiative. Team member Plan to Place will provide guidance on how best to roll out Milpitas's new branding efforts, and provide strategies related to future outreach to key economic development stakeholders.

The implementation matrix will identify specific prioritized actions for the next five years, with implementation guidelines, schedule, and identification of responsible parties and funding sources. The matrix will include strategies and actions for both the City as a whole and for the opportunity areas. The actions will incorporate measurable annual performance objectives, including the Office of Economic Development's new performance metrics. The Economic Development Strategy will recommend new potential sources of funding to achieve the plan's objectives, including consideration of a Strategic Property Acquisition Revenue fund, Transportation Management Association, Parking Assessment District, and a Property-based Improvement District for Midtown.

Task 2 Deliverables:

- Administrative draft Economic Development Strategy report and implementation matrix (with budget and schedule)
- Public draft Economic Development Strategy report and implementation matrix (with budget and schedule)
- Final draft Economic Development Strategy report and implementation matrix (with budget and schedule)

Task 3: Community Engagement and Meetings

The SE team will engage the community throughout the project. Through a series of two community workshops, the SE team will receive input on the Milpitas community's economic development priorities, present analytical findings and vet preliminary strategy focus areas, and present and receive feedback on the strategies and implementation actions incorporated in the Economic Development Strategy.

Task 3.1: Community Engagement Plan

At the onset of the project, Plan to Place will prepare an engagement strategy to:

• Outline project goals and objectives;

- Identify engagement activities;
- Identify target demographic and interest groups and identify methods of communication and engagement;
- Confirm coordination, facilitation and communication responsibilities; and
- Outline schedule, format, and resources for all engagement activities.

Task 3.2: Community Workshops

The SE team will prepare for and execute up to two (2) community workshops to discuss topics related to the economic development strategy. The anticipated team's roles and responsibilities include:

- Plan to Place will work with the project team to prepare an overall purpose, approach, objective and anticipated outcome of the community workshops.
- Plan to Place will prepare meeting materials including agendas, sign-in sheets and assist with interactive activities to get input on the strategies and deliverables prepared by SE.
- Plan to Place will co-facilitate each workshop.
- City staff will coordinate meeting location logistics (e.g., room, a/v equipment, refreshments).
- Plan to Place will assist with meeting logistics including room set up and break-down.
- Plan to Place will prepare summary notes.

Task 3.3: Economic Development and Trade Commission and City Council Meetings

SE will attend up to two (2) meetings with the EDTC to report on the findings of the study, refine the EDTC's roles within the Economic Development Strategy's recommendations, and to receive input on the Public draft plan. SE will also attend one (1) meeting with the City Council to present the plan findings and recommendations. The timing and content of all of these meeting will be coordinated with City staff.

Task 3 Deliverables:

- Community Engagement Plan
- Materials for each community workshop (agendas, sign in sheets, PowerPoint presentations, any feedback activity materials)
- Summary notes from each community workshop
- PowerPoint presentations for the EDTC and City Council meetings

Draft MEETING MINUTES CITY OF MILPITAS

Minutes of:	Special and Regular Meetings of the
	Milpitas City Council
Date:	Tuesday, June 18, 2019
Time:	5:30 PM Closed Session
	7:00 PM Open Session
Location:	Council Chambers, Milpitas City Hall,
	455 East Calaveras Blvd., Milpitas

CALL TO ORDER	Mayor Tran called the joint meeting to order at 5:31 PM. City Clerk Mary Lavelle called the roll.		
	PRESENT: Mayor Tran, Vice Mayor Dominguez, Councilmembers Montano and Nuñez		
	ABSENT: Councilmember Phan was absent at roll call. He arrived in Closed Session.		
CLOSED SESSION	City Council convened in Closed Session to discuss six agenda items, five as listed on the Regular Meeting agenda (a) – (e) and one listed on a Special Meeting agenda.		
	At 6:30 PM, City Council paused from Closed Session to go outdoors to join the City-sponsored "Juneteenth" celebration at Cesar Chavez Plaza. The Council reconvened in Closed Session.		
	City Council came out from Closed Session to the dais for the Open Session regular agenda at 7:46 PM.		
ANNOUNCEMENT	 City Attorney Chris Diaz stated out of Closed Session the following Council actions: (1) City Council agreed by unanimous vote to approve a side letter with the Milpitas Police Officers Association regarding retiree dependents' health care benefits. That document would be available with the City Clerk or Human Resources Director. (2) City Council agreed to changes, regarding the open session agenda item no. C14, on an amendment to the agreement with the law firm BB&K. A new version of the modified amendment was handed to the City Clerk and would be the version for Council action. (3) Regarding Agenda Item No. 19, for the appointment of Steve McHarris as interim City Manager, there was one modification to the Resolution to remove item 3. 		
PLEDGE	Resident Voltaire Montemayor led the pledge of allegiance.		
INVOCATION	Councilmember Nuñez led a prayer from the dais to start the meeting.		
PRESENTATIONS	 Mayor Tran presented: (1) Certificates to students for efforts on "All Hearts One Bullet" High School event to speak out and combat gun violence on school campuses, which was accepted by Nisha Porchezhiyan and Sean Nguyen. (2) Proclamation of <i>Philippines Independence Day</i> for June 12, 2019 was presented by Vice Mayor Dominguez to women representatives of Bayanihan Fil-Am Foundation. 		
PUBLIC FORUM	Frank DeSmidt, Milpitas Rotary Club and Chamber of Commerce representative, announced that on Thursday, July 25 there would be the Chamber's annual awards banquet at Embassy Suites Hotel. On September 27, at the same hotel, would be the Chamber's Casino Night fundraiser.		
	George Lund, resident and property owner, would like something done about corruption at Milpitas Code Enforcement. He claimed felonies were done by that office. He'd been harassed		

	Councilmember Montano wished to remove item no. C11 (wet well in stormwater system) from consent.		
	Motion/Second:	Councilmember Nuñez/Councilmember Montano	
	Motion carried by a vote of:	AYES: 5 NOES: 0	
C1. Council calendars	Accepted City Council calendars for June and July 2019.		
C2. August meetings	Canceled the regularly scheduled City Council meeting on August 6, 2019 and called for a Special City Council meeting on August 13, 2019, due to the observance in Milpitas of National Night Out on August 6 and on the first Tuesday each August annually. Councilmember Nuñez clarified at the consent calendar vote that he desired this action to be for all future years.		
C3. Meeting Minutes	Approved City Council meeting minutes of June 4, 2019.		
C4. 3 Resolutions related to employee agreements	 Adopted Resolution No. 8886 approving a new Memorandum of Understanding between the City of Milpitas and United Public Employees of California (UPEC) Mid-Management and Confidential Unit (MidCon) covering the period of July 1, 2019 through June 30, 2023. Adopted Resolution No. 8887 approving a new Memorandum of Understanding between the City of Milpitas and the Professional and Technical Group (ProTech) of employees covering the period of July 1, 2019 through June 30, 2023. Adopted Resolution No. 8888 updating the Unrepresented Miscellaneous, Police and Fire Management Salary and Benefit Matrix covering the period of July 1, 2019 through June 30, 2023. 		
C5. Resolution – Annex Property into CFD 2005-1	 Community Facilities District 20 Approved Final Tract Map No. 1 on the final map upon completion Approved and authorized the Interview 	rtifying election results and adding Tract No. 10470 to 005-1 (Annexation No. 20); and 0470, accept all offers of dedications as stated and depicted n and acceptance of improvements; and erim City Manager to execute the Subdivision Improvement Milpitas and Eighty-Eight Homes LLC.	
C6. Resolution – Skate Park	construction contract for the Base Bi Manager to execute the contract with \$4,579,156 for the Milpitas Skate Pa No. 5111, No. 3424 and No. 6133, a negotiate and execute contract change	ving project plans and specifications and awarded a id plus Add Alternates 1 and 4, authorized the Interim City in Suarez and Munoz Construction, Inc. in the amount of urk and Concession/Storage/Restroom Buildings, Projects ind authorized the Engineering Director/City Engineer to ge orders in an aggregate amount not to exceed \$690,000; e amount of \$800,000 from the General Fund Unassigned	
C7. Resolution – Xerox	Corporation for copier/multifunction	rizing the City Manager to execute a lease with Xerox a digital devices and full service maintenance through a by Region 4 Educational Services Center for a 60-month (5 \$292,867.	
8. RFP for Economic Development		ex Andrade provided an overview of the Request for nent strategy for the City of Milpitas.	
		w staff would prevent displacement of small businesses, and part of the results of the final reports. Consultant Ms. Sujata s also responded to her question.	
	Vice Mayor Dominguez was concern challenged with policy or strategies	ned about displacement of those businesses and wanted to be that had not been done in Milpitas.	

		now how the Community Development Roundtable operated, adrade commented. He asked additional questions on		
	The consultant came forward stating she'd worked previously with the cities of Cupertino, Redwood City, Alameda and other Bay Area locales.			
	Councilmember Montano asked the difference between the economic development strategy of five years ago, and what would be done today. It seemed to her the last effort on this was only shelved. She asked staff to provide the past strategy to the consultant.			
	Vice Mayor Dominguez would support this request for the study while strategies and priorities were being worked on at the Economic Development Commission and by staff. The 2005 strategy was outdated so a new one was needed.			
	Councilmember Phan would like a Trader Joe's store in Milpitas and was excited moving forward with this strategy. He asked if the study would relate to revenue growth of the City. Mr. Phan suggested to inventory public properties or consider land banking. He liked the Smart City element and understanding infrastructure needs.			
	Mayor Tran was concerned that sales tax was down this past month. This strategy could help to jump start that source of revenue. Maybe urge a change and an update to retail sector. He then welcomed comments from the audience.			
	was a need for an economic development strategy, especially rs at Milpitas Chamber of Commerce. He wanted to eing outsourced and not done internally by City staff.			
	Voltaire Montemayor, resident, noted the rating was so high, while and the need was there. Work with good quality, with concern for expense, he said.			
	<u>Motion</u> : to approve and authorize the Interim City Manager to execute a Professional Ser- Agreement with consultant Strategic Economics for development of an Economic Develop Strategy in the amount of \$129,985			
	Motion/Second:	Councilmember Montano/Vice Mayor Dominguez		
	Motion carried by vote of:	AYES: 5 NOES: 0		
C9. Assume First Amendment to McCarthy Ranch Development Agreements	Approved form Partial Assignment and Assumption Agreements to Embarcadero Capital Partners and Bridge Development Partners and authorized the Interim City Manager to execute the assignments, subject to minor conforming and clarifying changes approved by City Attorney.			
C10. Digital Billboard	Directed the Interim City Manager to proceed with a City Digital Billboard Guidance Study through a Professional Services Agreement.			
11. Agreement with Peninsula Pump & Equipment for Wet Well Rehabilitation	Councilmember Montano wished to comment on wet wells in the stormwater system. For these pumps, there must be a lack of debris in stormdrains, so residents needed to concentrate with the city on cleaning up streets. Public Works Director Tony Ndah explained the need for work on the wet well, and responded to her comments.			
	of execution through June 30, 2024	eement with Peninsula Pump & Equipment Inc. from the date , for a total maximum compensation of \$457,800, to provide al Maintenance Services, subject to annual appropriation of		
	Motion/Second:	Councilmember Montano/Councilmember Phan		

Draft Milpitas City Council Meeting Minutes